

# SOME ASPECTS REGARDING MEETINGS MANAGEMENT

Dan SAVESCU<sup>1</sup>

<sup>1</sup>Transilvania University of Brasov, dsavescu@unitbv.ro

**Abstract**—Paper presents some aspects regarding meetings and meetings management. There are presented some definitions, type of meetings, possibilities for power failure in leadership meetings, the role of leader and meetings participants, and awarded time to a meeting, conflicts, conclusions and references.

**Keywords**— conflict, leader, management, meeting, profitableness, time.

## I. INTRODUCTION

**B**EFORE held a meeting, its leader must consider the advantages of this type of communication, what benefits are obtained after unfolding. If it is not very clear need for organizing the meeting, participants will not understand any of what must be present, no results will be expected. Meetings well organized and having clear information, can build a more efficient and solid organizational group.

## II. DEFINITIONS

In the literature, the meeting is defined as S. Chelcea [1], I. Dijmarescu [2]:

- 1) *A reunion of people to a period under the leadership of a leader, usually the chief in charge, in order to achieve an objective.*
- 2) *A reunion of people for a short period of time under the supervision of a manager in order to resolve common communication tasks based on informational character and decision-making.*
- 3) *A communication method for solving tasks with informational character and decision-making by bringing together, for a short time, a group coordinated by one person.*
- 4) *An activity in the group, which has an oral exchange of information or opinions. Not every exchange of information between manager and employees in a discussion is a meeting. The specific of meetings is "teamwork." Meetings occupy a lot of time of managers and employees.*

What is the purpose of a meeting?

- 1) *To solve a problem*
- 2) *To make a decision / decisions*
- 3) *To develop a plan*
- 4) *To gather or transmit information*
- 5) *To receive an answer based on the information.*

## III. TYPES OF MEETINGS

Meetings, as parties, can be formal or informal. If you want the things going during the session "good" needful determined from the start, session type I. Dijmarescu [2], S. W. Gellerman [3].

Official meetings are held when it is determined or her legal status, or for its organization must observe certain rules and statutory provisions.

Ex: meeting organized by a local council, a party, the Board of Directors.

Informal meetings are more relaxed in terms of how are headed and how it behaves participants, but must still be secured for a good organization and, as a consequence, their productivity. Generally meetings are:

1) *For information: to transmit necessary information. They are periodically, may be: weekly; monthly; half year.*

Ex: company X presents the results of its business to shareholders or to Board of Directors.

2) *For exploration: Gathering information for future stages.*

Ex: investigation of witnesses to an accident at work.

3) *For harmonization: is specific for managers of organizations to make contact with subordinates and make them known measures, the following decisions; operative sessions are convened with a random frequency, depending on the requirements to achieve objectives, plans, generally involving heads of departments, heads of departments, commissions or others involved.*

Ex: a group of experts recommend to working compartments a new legislation to be applied and where, for example, requires a point of view.

4) *For incursion (heterogeneous): participants start from a well-defined idea with the task to transform it into an operational project.*

Ex: manager requires staff views on what is in touch with a technical development project (acquisition of technology).

5) *For decision: organized for the purpose of taking decisions.*

Ex: the Board of Directors agrees with a new strategic plan compartment X.

#### IV. POWER FAILURE IN LEADERSHIP MEETINGS

Every manager, regardless of the activity, should organize meetings. There are some opinions expressed by those who attended the meeting poorly organized or poorly managed, for example: "... again a complete waste of time", "I could not participate and would have been the same."

To be productive, meetings need direction. Direction is given, usually by a person who has the role of conducting the meeting in an organized manner, to lead. On the other hand, if one who must lead the session is not up to the task entrusted to him, he will not be able to guide the discussions to a conclusion that participants do not get bored and to consider that the meeting was a waste of time I. Petrescu [4], D. Savescu [5].

Also meeting manager must:

- 1) *Encourage the expression of different views, so that all participants have the opportunity to speak;*
- 2) *Control the discussion allocating enough time to each topic addressed;*
- 3) *Conclude the meeting with a summary of discussions to establish clear results;*
- 4) *Take care that decisions be registered (sound / video), but necessarily based on a verbal process.*

Here are some clues that indicate that meeting is not appreciated:

- 1) *Manager sent a substitute uninformed, because it considers that meeting is not important;*
- 2) *Participants do not attend the meeting because they believe that this will be a waste of time;*
- 3) *Preparing for the meeting is insufficient or not prepared;*
- 4) *Are accepted messages (SMS), or talking on the cell phone during the meeting;*
- 5) *The meeting place is not a good option.*

People find it difficult to focus if the place chosen for a meeting is not quite comfortable, if it becomes the centre of attention their bad conditions

If the meetings are poorly organized or poorly managed, participants will feel frustrated and decisions will be discredited. Always is useful to take a step back and ask

yourself what the purpose of hearing and if really need it or not.

#### V. MANAGER AND PARTICIPANTS ROLES IN A MEETING

The major role that meeting manager must accomplish it, is the facilitator/animator. Whatever the nature of the session and currently underway, both leader and those who have certain materials or interventions, need to be concerned about the image it provides. The first impression of the listener appearance is created by the presenter. There are no special restrictions for clothing. We recommend appropriate clothing and neat occasion. Another important factor in creating their image is the facial expression. Eyebrows raised, eyes severe, facial rigidity could be just a consequence of emotion and tension, but meeting participants, knowing this, can consider as manifestations of self-esteem and superiority. The sympathy and benevolent attitude of the leader toward participants is manifested by facial expression. If the speaker's posture suggests uncertainty, this translates indirectly on his ideas, which negatively affects their acceptance.

Meeting needs a "meeting coordinator." Meeting coordinator should maintain co-ordinate meeting, to ensure that no time is lost and that the meeting is only used for decision making executive (management). Manager, through the organization and management of meetings, communicate respect for the participants and how they take responsibility for their work.

This is evident if the manager:

- 1) *Organizes meetings only when there is a purpose;*
- 2) *Asks the participants to come prepared and to present their views as concise;*
- 3) *Allocate the necessary time for every item on the agenda;*
- 4) *Encourages the expression of opinions;*
- 5) *Avoid discussions outside the agenda set;*
- 6) *Does not allow monopolization of the discussion by a person;*
- 7) *Ensure a climate of proper communication;*
- 8) *Tactfully resolve any disagreements and conflicts;*
- 9) *Ensure accurate drawing conclusions and measures to implement the decisions taken.*

Secretary of meeting must note shortly the ideas expressed by the participants and their arguments. If this is possible, the recorder can record the entire meeting. If you are not clear about the ideas and decisions should request ask meeting manager approvals at the final session. Secretary takes charge of providing the necessary materials (and backups are required). Lately, the name of secretary was turned into an assistant manager.

Participants must:

- 1) Know before meeting agenda
- 2) Arrive on time (if not, must announce the leader about coming late or not come)
- 3) Actively participate, without dominating, to meet their colleagues.

All participants (active and consultants) generate ideas and recommendations, analyse and develop ideas stated in the meeting and provide the necessary expertise. Since meeting brings together people with different temperaments and personalities, mastering the techniques of verbal communication, non-verbal and active listening represent conditions of success.

Meeting participants are recommended:

- 1) Be punctual;
- 2) To prepare carefully and in good time before the meeting, covering materials and writing down ideas intervention;
- 3) To listen carefully to other speakers;
- 4) To address to the meeting leader and not to other participants, at the time of intervention; intervention must to be targeted, concise, and after, keep quiet;
- 5) To control undesirable behaviour and subjectivity.

#### VI. AWARDED TIME TO A MEETING

A meeting should last only as long as is necessary to make decisions. Any time in addition is lost time. So how should last a management meeting? It should not take more than five minutes to take a decision and should not be more than three decisions taken (plus / minus two). That means that a session should last about fifteen minutes. If someone is late, then that person wastes time for all participants coming in time. If six persons stand for ten minutes to reach the seventh person, not ten minutes have been wasted, but six times ten minutes, that means - one hour. If people tolerate delay means that tolerate to lost time for all coming in time.

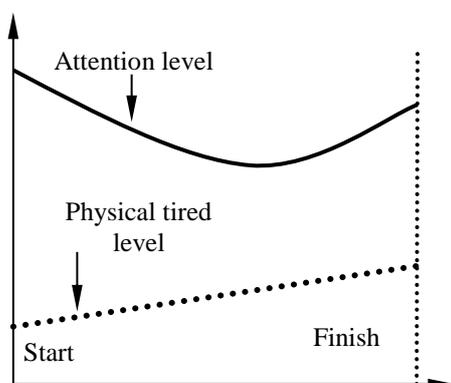


Fig.1. Attention level in time

To lead effectively a meeting, time affected is divided as follows: Point 1: 10 minutes; Point 2: 15 minutes; Point 3: 20 minutes. Of course, programming can be modified on the fly. It is said that 80% of the success of a meeting is decided before it began.

Fig. 1 provides the evolution level of attention during a meeting.

Meetings to be productive, its leader must be able to lead them in a positive attitude. How?

1) Assuming responsibilities: for an effective meeting, to get good results, the leader must be prepared to take some responsibility. How? Simple, using his authority control and the belief that the ideas proposed to participants will bring a profit on the whole.

2) Expecting a positive result, optimal: the meeting is important; the meeting participants are required; the time will be spent usefully; meeting results will be good or not.

#### VII. ABOUT CONFLICTS

In meetings may encounter situations in which any conflicts should be managed on this occasion.

For example, may occur conflicting states due to avoidance, by the project group, of the main issues under discussion.

Other examples of conflicting states may be those arising from attacking ideas before being cast, in some lack of patience with others, interpersonal attacks, deterring members of the group. Overall, it triggers less overt conflicts. Manager competence consists to anticipate potentially destructive conflicts preventing direct confrontations.

In some cases, diagnosing and treating problems as an approach, in other cases it may go up to interrupt the session for a determined period.

Sometimes during meetings, behaviour or violent words exchanges of participants can determine becoming stuck discussions. Some types of difficult behaviour recognizable in practice are illustrated in the following:

1) Aggressive - the person, most likely, who generate conflicts, because it illuminates everything.

Aggressive can launch personal attacks or often generate heated discussion. To resolve conflicting state is recommended a calm attitude, solving aggressively problems and collective addressing to request an attitude. Not taking action challenge.

Some ways of expression: "I am disappointed that you have addressed such a tone in the meeting." "Let us stop a few minutes to recap."

2) *Sceptic - a person who does not help anyone with anything, never, and when a disaster occurs, it reminds everyone that he anticipated.*

Sceptic tends to be always in disagreement with the leading or meeting participants. Situations arise in which claims are no longer listened to the end, and are challenged even before being completed. No suggestions, is not considered practical.

It can counter with a question like: "What do you think we need to solve this problem?"

3) *Deflector - the person avoid uncomfortable topics, pretend to have the expertise that lacks, and wants to be the centre of discussion and get recognition through the topics proposed by him.*

Deflector change often discussion themes. Is recommended to solve the conflict resolution, to bring back the topic in discussion, and clarification of the objective, with more focus on common theme, and on discussion purpose.

4) *Dominant - the person who breaks the rules that others respect them, much comment, it interrupts the others, by being dominant and decisional, not differentiate decision-making situations or consultation situations.*

When there are expressed dominant positions, expressed by one participant in the meeting, it is possible to find a solution by reiterating meeting compliance rules, possibly through private discussions, in meeting break.

A situation that may arise during meetings is generated by the one who is omniscient, he does not need to know anything, but his attitude is based on the good results that he has. It is professional syndrome.

These behaviours can lead in time to certain difficult situations (conflict).

Meeting participants cannot help to create diversions, to digress and talk endlessly about the issue, so called diversionary tactics.

Ex. 1: For some participants, discussing issues that may arise represents "salt and pepper" in a meeting: "I think we cannot do that because...", "I tried again, and it did not work. Why would it go now?"

What can be done? Require that each object must be motivated; participants will be forced to speak on subject and will be prevented to involve the others in endless and pointless discussion.

Ex. 2: Other participants used every opportunity to bring personal issues into the discussion.

What can be done? Should be left to say what is to say, and after warned that they repeat opinions.

Ex. 3: Other participants deviate from the main discussion without being aware.

What can be done? It should be emphasized that the problem is not one of the topics on the agenda, and is nor

of a paramount importance; have this attitude, meeting returns to normal.

There are situations when a meeting is dominated by a heavy silence. This silence can occur when:

1) *No interest for a particular issue;*

2) *Participants are demotivated;*

3) *Participants have a hostile attitude towards leadership;*

4) *Participants are not trained (lack of knowledge);*

5) *Participants are tired of speeches and endless discussions.*

## VIII. CONCLUSIONS

Successful communication in a meeting depends, heavily, on communication style of the man who leads the session. Being in leading position, although it leads formally coverage issues or objectives announced in the agenda, the meeting cannot control in terms of content discussions. For the success of the meeting, the experts made a number of recommendations to both, to leader and to participants. Thus, as the animator of the meeting, the presiding officer is advised: to ensure that each point on the agenda is presented clearly and correctly, well understood by the participants; encourage the discussion for all participants and especially those shy or newcomers; avoid dominating the discussion or allow this to any participant; practicing active listening, whether you agree or disagree with the views exposed; limit the interventions of too talkative; pursue timing fixed by mutual agreement; ensure that decisions, solutions, measures have been understood and recorded in the minutes and circulated to participants no later than the next day.

There are 5 "golden rules" for meetings:

1) *Never come in time – You will be looked as a beginner*

2) *Say nothing – You will be looked as an wise*

3) *Be as vague as possible – No one will be irritated by your ideas*

4) *When you not control the subject, ask a delay – and be careful to don't show up*

5) *Be the first who ask the meeting's end – In fact, everyone wants the same.*

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